

**California Child and Family Services Review
System Improvement Plan
ANNUAL PROGRESS REPORT
County of Imperial
March 28, 2013 – March 28, 2014**



Peggy Price, Director, Imperial County Department of Social Services
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Probation



Mission...

To serve, aid and protect needy and vulnerable children, strengthen and preserve families, encourage personal responsibility, and foster independence.

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Submitted to the California Department of Social Services
Children and Family Services Division


California's Child and Family Services Review
System Improvement Plan
ANNUAL PROGRESS REPORT


County:	Imperial
Responsible County Child Welfare Agency:	Imperial County Department of Social Services Children and Family Services
Period of Plan:	March 28, 2013 – March 28, 2014
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Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Peggy Price
Signature:	

Submitted by:	County Chief Probation Officer
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Signature:	

Imperial County System Improvement Plan

ANNUAL PROGRESS REPORT

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INTRODUCTION

Imperial County's 5-year System Improvement Plan (SIP) was approved by the Board of Supervisors (BOS) on June 21, 2012 and since that time both Child Welfare and the Probation departments have been working on completing the SIP Strategies. Some strategies have been easier to accomplish than others and we have had to modify or adjust timeframes for others due to unforeseen issues that have come up. During the remaining four years, our goal is to meet and, if possible, exceed the compliance goals for all outcome measures. This will take time, dedication and the support of our community partners to accomplish, but we are positive that we can achieve the original goals identified in the SIP.

Over the course of the last year, Imperial County has been very busy with new projects and an internal reorganization of the child welfare department. Child Welfare has added an additional Program Manager to our staff to oversee special projects and new initiatives and will be shifting staff around to enhance these new projects/initiatives. On a larger scale, the longtime Director of Social Services, Mr. James Semmes, has retired and the County has appointed former Child Welfare Program Manager, Peggy Price as our new Director of Social Services. We look forward to this new era and know that the vast knowledge and experience, specifically in child welfare, that Ms. Price brings to the table will both support and enhance our future endeavors.

STAKEHOLDERS PARTICIPATION

During the time since the Imperial County System Improvement Plan (SIP) was approved in June 2012, both the Child Welfare and Probation departments have worked closely with our stakeholders and core representatives to monitor the implementation of the SIP strategies and action steps. Though we have not been as successful as we had originally hoped in implementing all the SIP strategies, the collaboration and meetings that have taken place have allowed us to move in the right direction towards full implementation of all the SIP strategies within the near future. Our stakeholders and core representatives have been an integral part of the planning process for many of the identified SIP strategies as well as other projects that are in place within the community.

For instance, participants from the Public Health Department, Behavioral Health Services, Adult Services, and the Court Appointed Special Advocates served on a panel to review proposals for the Child Abuse Prevention, Intervention and Treatment (CAPIT) funds. Representatives from other core agencies continue to serve on the Multidisciplinary Services Team (MST) as well as our informal Family Group Conferences (FGC) and Wraparound team. The Imperial Valley Regional Occupational Program-Accessing Careers through Education (IVROP-ACE) program has established a youth support group and continues to coordinate and conduct trainings for child welfare and probation youth. In addition, the child welfare department is currently working with our successfully reunified parents in order to identify possible parent mentors to assist with parent support activities for parents currently going through the child welfare system.

The Probation department continues to work with Rite Track in providing services through the Evening Learning Center (ELC) and the Mentoring and Tracking Program to their youth and families. In addition, Child Welfare and Probation are working closely

with the Varsity Team Inc. to explore the feasibility of opening two in-county group homes that will serve child welfare females and probation males. Probation has recently participated in the IVROP-ACE panel for Transitional Housing, which benefits both child welfare and probation youth.

Throughout the next four years, the departments will continue to work closely with our partner agencies to ensure that the improvement goals and SIP strategies are successfully completed. We will also work together to identify and address any other areas needing improvement.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Imperial County Summary of Data

Quarter 3 (Jul-Sep 2011) Current Quarter 3 (Jul-Sep 2012)

Measure	Federal Standard	CWS Performance	Current CWS Performance	Probation Performance	Current Probation Performance
S1.1 No Recurrence of Maltreatment	94.6%	86.5%	84.5%	N/A	N/A
S2.1 No Maltreatment in Foster Care	99.68%	100%	100%	100%	100%
C1.1 Reunification within 12 Months (Exit Cohort)	75.2%	63.4%	65.5%	44.4%	20%
C1.2 Median Time to Reunification (Exit Cohort)	5.4%	8.2%	8%	13.6%	23.5%
C1.3 Reunification within 12 Months (Entry Cohort)	48.4%	42.9%	54.5%	27.3%	16.7%
C1.4 Reentry Following Reunification (Exit Cohort)	9.9%	14.5%	29.9%	0%	21.4%
C2.1 Adoption within 24 Months (Exit Cohort)	36.6%	47.4%	31.6%	N/A	N/A
C2.2 Median Time to Adoption (Exit Cohort)	27.3%	26.9%	33.8%	N/A	N/A
C2.3 Adoption within 12 Months (17 Months in Care)	22.7%	13.8%	21.2%	N/A	N/A
C2.4 Legally Free within 6 Months (17 Months in Care)	10.9%	3.9%	16.1%	N/A	N/A
C2.5 Adoption within 12 Months (Legally Free)	53.7%	83.3%	100%	N/A	N/A
C3.1 Exits to Permanency (24 Months in Care)	29.1%	24.4%	22.8%	6.7%	14.3%
C3.2 Exits to Permanency (Legally Free at Exit)	98%	90.5%	94.7%	0%	0%
C3.3 In Care 3 Years or Longer (Emancipated/Age 18)	37.5%	70.6%	33.3%	13.3%	33.3%
C4.1 Placement Stability (8 Days to 12 Months in Care)	86%	72.4%	80%	88%	76.5%
C4.2 Placement Stability (12 to 24 Months in Care)	65.4%	58.3%	55.7%	81.5%	58.3%
C4.3 Placement Stability (At Least 24 Months in Care)	41.8%	10.2%	13.5%	32.4%	32%
2B Timely Response – Immediate	State: 96.8%	100%	94.9%	N/A	N/A
2B Timely Response – 10 Day	State: 92.9%	97.4%	92.3%	N/A	N/A
2C Timely Social Worker Visits	State: 92.6%	98.7%	94.5%	N/A	N/A

Measures highlighted in blue indicate those that are not meeting the standard. New measures not meeting the standard are highlighted in yellow. Successful or promising measures are highlighted in pink.

Source: CWS/CMS 2011 Quarter 3 Extract CWS/CMS 2012 Quarter 3 Extract

Analysis of Outcome Improvement or Decline

S1.1 No Recurrence of Maltreatment

As of September 2012, Child Welfare Services' rate of No Recurrence of Maltreatment has decreased from 86.5% in September 2011 to 84.5%, which is below the federal goal of 94.6%.

Child Welfare Services has implemented an aftercare program with Rite Track that provides six months of mentoring and tracking services for parents starting three months prior to dismissal of the case and continuing for three months after dismissal. CWS also continues to focus on prevention and early intervention efforts with community partners in an effort to reduce the recurrence of maltreatment.

Child Welfare Services had planned to partner with the Child Abuse Prevention Council (CAPC) to provide a parent training on the long term affects of child abuse on children. Though planning for this training will continue, unfortunately the CAPC no longer has the resources to assist us with this project due to changes in their funding. The Department is continuing planning efforts with the CAPC to assist them with their existing Annual Children's Fair event to provide more information to parents on what services are available in the community.

CI.1 Reunification within 12 Months (exit cohort)

As of September 2012, Child Welfare Services' rate of Reunification within 12 Months (exit cohort) has increased from 63.4% in September 2011 to 65.5%, which is still below the federal goal of 75.2%.

Child Welfare Services has been providing enhanced trainings to foster parents and relative caregivers on many different topics; however, training curriculum regarding the importance of contact between the child and their biological parents during the Family Reunification process is currently being researched. Efforts to identify a parent mentor to provide parent support and to connect parents to other support systems and community services are continuing with a Parent Leadership training being developed as well. Child Welfare Services will also begin talks with the Drug and Alcohol Coalition in April 2013 regarding the search for in-patient drug treatment programs to be implemented in Imperial County.

As of September 2012, Probation's rate of Reunification within 12 Months (exit cohort) was 20%, which is 55.2% below the federal standard of 75.2%. As reported in the five year SIP, Probation has only recently begun to input data into the Child Welfare Services/Case Management System (CWS/CMS) and still has room for improvement in that area. In the hopes of meeting the need for in-county placement options for Probation youth, Probation and Child Welfare Services have been meeting with Varsity Team Inc. to discuss the possibility of opening two group homes in Imperial County, one for child welfare females and one for probation males in order to make the reunification process less lengthy.

Also in an effort to improve reunification within 12 months, starting in June 2013, Child Welfare Services and our community partners are scheduled to begin looking for properties within the county to create a visitation center. This combined with in-county placements for Child Welfare youth will address the previous lack of family involvement in the timely reunification of our youth.

C1.4 Reentry Following Reunification (exit cohort)

As of September 2012, Child Welfare Services' rate of Reentry Following Reunification (exit cohort) has increased from 14.5% in September 2011 to 29.9%, which is well above the federal goal of 9.9%.

As previously mentioned under No Recurrence of Maltreatment, Child Welfare Services has implemented an aftercare program with Rite Track that provides six months of mentoring and tracking services for parents starting three months prior to dismissal of the case and continuing for three months after dismissal. Child Welfare Services is in the process of developing a survey for all families that have had a reentry following reunification to reassess the services they received in an attempt to pinpoint why they had a reentry and address any service gaps identified.

Also in an effort to reduce the rate of reentry following reunification, the department has plans to implement a Family Group Conference (FGC) prior to the child returning home under Family Maintenance services to assess the parents' readiness. As previously mentioned under Reunification within 12 Months, efforts to identify a parent mentor to provide parent support and to connect parents to other support systems and community services are continuing with a Parent Leadership training being developed as well.

As of September 2012, Probations rate of Reentry Following Reunification (exit cohort) has increased from 0% in September 2011 to 21.4%. This change can likely be attributed not to the fact that there have never been any prior reentries for Probation youth, but that more Probation information is now being documented in CWS/CMS and allows for more accuracy.

C4.1 Placement Stability (8 Days to 12 Months in Care)

As of September 2012, of the children served in foster care during the year who were in foster care for at least 8 days but less than 12 months, 80% of the children had two or fewer placement settings. This is an increase from the 72.4% in September 2011; however is still below the federal standard of 86%.

This positive increase for this outcome measure can be attributed in part to the enhanced trainings that were provided to foster parents and relative caregivers, which have allowed caregivers to work through some of the issues that previously would have resulted in a placement failure for the child. The department has also increased parent/child and child/sibling visitation in the past year, which has limited the number of children intentionally failing a placement in order to be placed closer to family. In addition, IVROP-ACE has been providing enhanced trainings to foster youth and has established a foster youth support group that allows for youth to discuss relevant issues and bring those back to the department and other service providers.

Child Welfare Services will also be assigning staff to perform placement matching in an effort to match a child to the right family based on factors such as language, culture and any other relevant factors prior to the actual placement of the child in the home. The department is also looking at creating an Intervention Team to address placement issues prior to placement failure. This team would be different from the Multidisciplinary Services Team (MST) that currently meets, in that the Intervention Team would focus more on foster parents and relative caregivers who currently don't have a support team to turn to when issues with the child or placement arise.

As of September 2012, Probation's Placement Stability rate for children in care 8 days to 12 months was 76.5%, which is an 11.5% decrease from the previous rate of 88% in

September 2011 and is currently below the federal standard of 86%. Probation currently participates in the MST, which was developed to address placement issues for both Probation and Child Welfare youth placed in group home settings. In addition, Probation is also working closely with Varsity Team Inc. to explore the possibility of an in-county group home specifically for probation youth, which would help increase the placement stability of Probation youth as well as transitioning them back to a familiar environment.

C4.3 Placement Stability (At Least 24 Months in Care)

As of September 2012, Child Welfare Services' rate of placement stability for children in care at least 24 months was 13.5%, which is a 3.3% increase from 10.2% in September 2011, but is still below the federal standard of 41.8%.

As of September 2012, 32% of Probation youth who were in foster care for at least 24 months had two or fewer placements, which is a 0.4% decrease from 32.4% in September 2011 and still below the federal standard of 41.8%.

Current and future efforts to improve placement stability for both Child Welfare Services and Probation were previously detailed under Placement Stability (8 days to 12 Months in Care).

STRATEGIES STATUS/BARRIERS TO IMPLEMENTATION (CWS)

CHILD WELFARE SERVICES

Priority Outcome Measure or Systemic Factor: S1.1 No Recurrence of Maltreatment

National Standard: 94.6%

Current Performance: *S1.1 Percent of children who were victims of child abuse/neglect who did NOT have a subsequent substantiated report of abuse/neglect:*

Our current performance for S1.1 in Q3 (Jul-Sep 2011) is 86.5%, which is a 1.8% decrease from the 88.3% which was reported in the County Self-Assessment (CSA).

Our current performance for S1.1 in Q3 (Jul-Sep 2012) is 84.5%, which is a 2% decrease from the 86.5% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Increase the percentage of children with NO recurrence of maltreatment from 86.5% to 92.2% during the next five years, by 1.2% increments each year.

Though the County has not reached its goal of increasing the percentage of children with NO recurrence of maltreatment by 1.2% during the past year, we will continue to strive to increase this percentage from the current 84.5% to 92.2% during the next four years.

Priority Outcome Measure or Systemic Factor: C1.1 Reunification within 12 Months – exit cohort

National Standard: 75.2%

Current Performance: *C1.1 Percent of children who reunified within 12 months of removal:*

Our current performance for C1.1 in Q3 (Jul-Sep 2011) is 63.4%, which is an 8.7% increase from the 54.7% which was reported in the County Self-Assessment (CSA), but is still 11.8% below the National Standard of 75.2%.

Our current performance for C1.1 in Q3 (Jul-Sep 2012) is 65.5%, which is a 2.1% increase from the 63.4% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Increase the percentage of children who reunify within 12 months from 63.4% to 70.4% during the next five years, by 1.4% increments each year.

The County has met and exceeded its goal of a 1.4% increase during the past year and will continue our efforts to improve by at least 1.4% each year over the next four years.

Priority Outcome Measure or Systemic Factor: C1.4 Reentry Following Reunification – exit cohort

National Standard: 9.9%

Current Performance: *C1.4 Percent of children reentering foster care within 12 months of reunification:*

Our current performance for C1.4 in Q3 (Jul-Sep 2011) is 14.5%, which is a .5% increase from the 14% which was reported in the County Self-Assessment (CSA).

Our current performance for C1.4 in Q3 (Jul-Sep 2012) is 29.9%, which is a 15.4% increase from the 14.5% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Reduce percentage of foster care reentry from 14.5% to 9.5% during the next five years, by 1% increments each year.
Though the County has not reached its goal of reducing the percentage of foster care reentry by 1% during the past year, we will continue to strive to decrease this percentage from the current 29.9% to 9.5% during the next four years.

Priority Outcome Measure or Systemic Factor: C4.1 Placement Stability (8 Days to 12 Months in Care)

National Standard: 86%

Current Performance: *C4.1 Percent of children with two or fewer placements who have been in foster care for 8 days or more, but less than 12 months:*

Our current performance for C4.1 in Q3 (Jul-Sep 2011) is 72.4%, which is a 1.2% decrease from the 73.6% which was reported in the County Self-Assessment (CSA).

Our current performance for C4.1 in Q3 (Jul-Sep 2012) is 80%, which is a 7.6% increase from the 72.4% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Increase percentage of children with two or fewer placements during the first year in foster care from 72.4% to 86% during the next five years, by 2.72% increments each year.

The County has met and exceeded its goal of a 2.72% increase during the past year and will continue our efforts to improve by at least 2.72% each year over the next four years.

Priority Outcome Measure or Systemic Factor: C4.3 Placement Stability (At Least 24 Months in Care)

National Standard: 41.8%

Current Performance: *C4.3 Percent of children with two or fewer placements who have been in foster care for at least 24 months:*

Our current performance for C4.3 in Q3 (Jul-Sep 2011) is 10.2%, which is a 0.6% decrease from the 10.8% which was reported in the County Self-Assessment (CSA).

Our current performance for C4.3 in Q3 (Jul-Sep 2012) is 13.5%, which is a 3.3% increase from the 10.2% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Increase percentage of children with two or fewer placements who have been in care at least 24 months from 10.2% to 15.2% during the next five years, by 1% increments each year.

The County has met and exceeded its goal of a 1% increase during the past year and will continue our efforts to improve by at least 1% each year over the next four years.

Strategy 1: Conduct class for biological parents on long-term affects of child abuse/neglect on a child. Parents will be referred to classes after the Jurisdictional hearing and prior to the Dispositional hearing. This class has yet to be developed.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment Barriers to Implementation: There was a need to reassess who could provide these classes as our local Child Abuse Prevention Council (CAPC) is no longer receiving the funding they previously were which has had an impact on their ability to provide certain services.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research what training is already available through Behavioral Health Services (BHS), Child Abuse Prevention Council (CAPC) and other counties	3 months (Sept 2012) 11 months (May 2013)	CWS Analyst and ISC Coordinator ISC Coordinator is no longer available
B. Create committee to review training curriculum and materials and choose the most appropriate	5 months (Nov 2012) 12 months (Jun 2013)	CWS and Partner Agencies
C. Develop policy and procedures for the training requirements and expectations, as well as pre and post surveys	6 months (Dec 2012) 14 months (Aug 2013)	Committee
D. Train CWS staff on the affects of child abuse/neglect on a child to prepare them for what the parents will be learning	7 months (Jan 2013) 15 months (Sep 2013)	CWS Analyst and CAPC CAPC is no longer available
E. Implement trainings and hold them at CAPC	8 months (Feb 2013) 16 months (Oct 2013)	CWS Management and CAPC CAPC is no longer available
F. Perform tracking and analysis for all parents referred to the training to determine the overall impact of their participation on this outcome measure	8 months (Feb 2013) and through Jun 2017 16 months (Oct 2013)	CWS Analyst and CAPC CAPC is no longer available

Strategy 2: Conduct a Family Group Conference (FGC) 3 months prior to dismissal of the case to go over safety plan and introduce the Rite Track Service Coordinator to provide mentoring and tracking of the parents for up to 6 months, including aftercare services The department is currently conducting a meeting 3 months prior to dismissal of the case; however the formal FGC process has yet to be developed for this stage of the case due to lack of staff to facilitate the FGC. There are currently two MSW interns assigned to this project.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment C1.4 Reentry Following Reunification – exit cohort Barriers to Implementation: The only barriers to implementing this strategy fully have been finding the appropriate staff to facilitate the FGC and training them on the goals and expectations of the FGC at this stage of the case.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create a multidisciplinary Memorandum of Understanding (MOU) for the sharing of information at the FGC	1 month (Jul 2012) 9 months (Mar 2013)	CWS, Rite Track and other Partner Agencies
B. Identify partner agencies to participate in the FGC	2 months (Aug 2012) 10 months (Apr 2013)	CWS Deputy Director and Program Managers
C. Develop policy and procedures for FGC	3 months (Sept 2012) 11 months (May 2013)	CWS Analyst, Program Managers Social Worker Supervisors, and MSW Interns
D. Train prospective facilitators for FGC on goals and requirements of an FGC	4 months (Oct 2012) 12 months (Jun 2013)	CWS Analyst and Program Managers, and MSW Interns
E. Implement FGC with Rite Track as participant 3 months prior to case dismissal	5 months (Nov 2012) and through June 2017 13 months (Jul 2013)	CWS Deputy Director and Program Managers
F. Rite Track to provide Social Worker with a status report for each family on a monthly basis	5 months (Nov 2012) and through June 2017 13 months (Jul 2013)	Rite Track Services Coordinator
G. Perform tracking and analysis for all families referred to Rite Track to determine overall impact of FGC and aftercare services on this outcome measure	5 months (Nov 2012) and through Jun 2017 13 months (Jul 2013)	CWS Analyst, Social Worker Supervisors and Program Managers

Strategy 3: Hold event prior to dismissal of case to recognize parents who have successfully reunified with their child(ren) and have judge present them with a certificate to acknowledge their achievement. In October 2012, our County Counsel began preparing certificates of completion for each parent that are currently being presented by the judge to the parent at the dismissal hearing. The department is currently working on putting together a formal event for the parents and their families to participate in.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify families whose case is ready for dismissal	5 months (Nov 2012) Completed	CWS Social Workers and Social Worker Supervisors
B. Schedule event to recognize parents	6 months (Dec 2012) Completed	CWS Social Workers and Program Managers
C. Provide Juvenile Judge with names and cases that will receive recognition	7 months (Jan 2013) Completed	CWS Social Worker Supervisors
D. Create certificate of achievement for all families being recognized	8 months (Feb 2013) Completed	CWS Social Worker Supervisors and County Counsel
E. Send out invitations to parents encouraging them to bring their family and support system with them as well	9 months (Mar 2013)	CWS Social Worker Supervisors
F. Perform tracking and analysis for all parents who received recognition to determine the overall impact on this outcome measure	9 months (Mar 2013) and through Jun 2017	CWS Analyst

Strategy 4: Hold an Annual Partner Summit for CWS and Probation staff to learn more about the focus and services available from each partner agency. This project is still very much needed and both departments will be working closely together to ensure that it takes place in the near future.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. CWS and Probation meet to identify needed services and create a Partner Summit Committee	12 months (Jun 2013)	CWS and Probation
B. Create committee to develop, plan and promote the event	6 months (Dec 2012) 15 months (Sep 2013)	CWS, Probation and Partner Agencies
C. Invite all agencies currently providing services in the community to the event	7 months (Jan 2013) 16 months (Oct 2013)	Partner Summit Committee
D. Ensure that all agencies send personnel who are knowledgeable about the services their agency provides and can answer questions that staff may have	7 months (Jan 2013) 16 months (Oct 2013)	Partner Summit Committee
E. Assign each Social Worker and Probation Officer to present information on a specific agency to their unit, to gauge what they learned Assign a Unit to present information on a specific agency to the entire department, to gauge what they learned	8 months (Feb 2013) 17 months (Nov 2013)	CWS Social Worker Supervisors and Probation Supervisors
F. Conduct staff survey to establish benefit of the summit and get suggestions to make the event better for the following year	8 months (Feb 2013) and through Jun 2017 17 months (Nov 2013)	CWS Analyst and Social Worker Supervisors

Strategy 5: Partner with the Child Abuse Prevention Council (CAPC) to combine their Annual Children's Fair with a Parent Expo to showcase available services in the community for ALL parents. Meetings to discuss this began in early 2013 and will continue in order to develop a clear plan of how this event can be combined. The department is looking at ways that we can assist with this event, such as providing the incentives for parents who visit all booths as well as helping parents complete the survey.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create committee to develop, plan and promote the event	3 months (Sep 2012) 15 months (Sep 2013)	CAPC, CWS, Probation and Partner Agencies
B. Assist CAPC with getting partner agencies to have a booth at the event	4 months (Oct 2012) 16 months (Oct 2013)	Parent Expo Committee
C. Ensure that all agencies send personnel who are knowledgeable about the services their agency provides and can answer questions that parents may have	5 months (Nov 2012) 17 months (Nov 2013)	Parent Expo Committee
D. Conduct random survey of parents at the event regarding its effectiveness and provide incentives to those parents that visit all the tables and participate in the survey	10 months (Apr 2013) 22 months (Apr 2014)	Parent Expo Committee and CWS Analyst
E. Track number of participants to the event for future planning and promotion	10 months (Apr 2013) and through Jun 2017 22 months (Apr 2014)	Parent Expo Committee, CAPC and CWS Analyst

Strategy 6: Provide training to foster parents and relative caregivers regarding the importance of contact between the child and their biological parents during Family Reunification and that their role is to be a support to BOTH the child and the parent. The department began conducting enhanced trainings, which included this curriculum in June 2012 and completed them in November 2012. The department is currently looking at renewing the contract to provide these trainings on a continuous basis throughout the year.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Reunification within 12 Months – exit cohort Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research what training curriculum is available regarding this topic	3 months (Sept 2012) Completed	CWS Analyst
B. Create committee to review training material and choose the most appropriate one	5 months (Nov 2012) Completed	CWS and Partner Agencies
C. Develop policy and procedures for training requirements	6 months (Dec 2012) 14 months (Aug 2013)	CWS Analyst and Licensing Supervisor
D. Create pre and post surveys to assess what caregivers have learned	6 months (Dec 2012) 14 months (Aug 2013)	Committee
E. Train staff on expectations for caregivers and their cooperation with biological parents	7 months (Jan 2013) 15 months (Sep 2013)	CWS Analyst and Licensing Supervisor
F. Implement trainings for caregivers and hold them quarterly	8 months (Feb 2013) 16 months (Oct 2013)	CWS Deputy Director and Program Managers
G. Perform tracking and analysis of all caregivers who have completed training to determine overall impact of training on this outcome measure	8 months (Feb 2013) and through Jun 2017 16 months (Oct 2013)	CWS Analyst, Program Manager and Social Worker Supervisor

Strategy 7: Create a family visitation center to be utilized by Child Welfare Services (CWS) and Probation , for the purpose of visitation, observation and maintenance. A committee is currently being developed to look for properties within the county and will conduct their first meeting no later than March 15, 2013. This has also been chosen as a project for the current group of Program Mangers who are attending Leaders in Action (LIA).	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Reunification within 12 Months – exit cohort Barriers to Implementation: No barriers identified. Probation does not feel they would be able to assist in this strategy and have chosen to no longer participate.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Locate a property in the community (a foreclosed home, tax property, old county building, etc.)	1 year (Jun 2013)	CWS, Probation and Partner Agencies
B. Locate sponsors to renovate the home/facility to make it more family friendly	18 months – 2 years (Nov 2013 – Jun 2014)	CWS, Probation and Partner Agencies
C. Have partners sponsor a room each	18 months – 2 years (Nov 2013 – Jun 2014)	CWS, Probation and Partner Agencies
D. Develop policy and procedures for use of the home/facility	2 years (Jun 2014)	CWS and Probation
E. Determine activities, training and services to be provided at the home/facility and create a visitation schedule	2 years (Jun 2014)	CWS and Probation
F. Identify staff person(s) to man the visitation center	2 years (Jun 2014)	CWS and Probation
G. Hold open house and ribbon cutting ceremony to showcase the visitation center	2 years and 3 months (Sep 2014)	CWS, Probation and Partner Agencies
H. Perform tracking and analysis of the center and the services provided to determine the overall impact of the visitation center on this outcome measure	2 years and 3 months (Sep 2014) and through Jun 2017	CWS Analyst

Strategy 8: Assign a parent mentor at the onset of the case for the purpose of parent support and to connect the parents to other support systems and community services. A Social Worker Supervisor has been assigned to lead the parent mentor project. The department is currently identifying parents that meet the criteria to be a parent mentor and will schedule their first meeting in April 2013, once policy and procedures have been completed. The department is also working with CAPC to develop a Parent Leadership training for those prospective parent mentors.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Reunification within 12 Months – exit cohort C1.4 Reentry Following Reunification – exit cohort Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create policy and procedure for parent mentors and their role in the FR/FM/aftercare process	8 months (Feb 2013) 9 months (Mar 2013)	CWS Analyst, Social Worker Supervisor and Program Manager
B. Identify parent mentors and strength-based program to model	9 months (Mar 2013) 10 months (Apr 2013)	CWS Social Worker Supervisors, Program Managers and Deputy Director
C. Train prospective parent mentors in strength-based approach	10 months (Apr 2013) 14 months (Aug 2013)	CWS Analyst and CAPC
D. Introduce parents/families to alternatives to prior life choices utilizing parent mentors to support in the change	12 months (Jun 2013) and through Jun 2017 15 months (Sep 2013)	CWS Social Worker Supervisors and Social Workers
E. Perform tracking and analysis for all parents assigned a parent mentor to determine the overall impact of parent mentors on this outcome measure	12 months (Jun 2013) and through Jun 2017 15 months (Sep 2013)	CWS Analyst and Social Worker Supervisors

Strategy 9: Look for in-patient drug treatment programs for Imperial County, to include partners from out-of-county. The department recently began participating in a Drug and Alcohol Coalition whose focus is to establish drug and alcohol resources and provide preventative services. The coalition was established in July 2012 and meets on a quarterly basis. The department representatives will present this strategy to the coalition at their next meeting in Apr 2013 to possibly utilize this coalition as the committee as well.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Reunification within 12 Months – exit cohort Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create a committee to research what in-patient drug treatment programs are available in neighboring counties and the possibility of bringing those services to Imperial County	6 months (Dec 2012) 12 months (Jun 2013)	CWS, Probation and Partner Agencies
B. Provide information regarding in-patient drug treatment programs to partner agencies	8 months (Feb 2013) 15 months (Sep 2013)	Committee
C. Develop a plan to address how to bring the services to Imperial County	10 months (Apr 2013) 18 months (Dec 2013)	Committee

Strategy 10: Survey all families with a reentry following reunification to reassess the services they received and attempt to pinpoint why they had a reentry and address any service gaps identified. The department is currently in the process of creating the survey to be conducted on all families that have experienced a reentry following reunification.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification – exit cohort Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create a survey to be conducted on all families with a reentry following reunification	8 months (Feb 2013)	CWS Analyst, Program Managers, and Social Worker Supervisors
B. Identify families to complete the survey	9 months (Mar 2013)	CWS Analyst
C. Conduct surveys on all identified families	10 months (Apr 2013) and continuing	CWS Analyst
D. Compile survey results into a summary report and present to management	12 months (Jun 2013) and continuing	CWS Analyst
E. Based on survey results identify service gaps and create plan to address them with partner agencies	1 year and 2 months (Aug 2013)	CWS Social Worker Supervisors, Program Managers and Partner Agencies

Strategy 11: Implement Family Group Conference (FGC) to assess parent's readiness, prior to the child returning home under a Family Maintenance (FM) case plan. As previously mentioned, currently there are meetings being conducted prior to a child returning home under an FM plan; however the formal FGC process has yet to be finalized and implemented.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification – exit cohort Barriers to Implementation: The only barriers to implementing this strategy fully have been finding the appropriate staff to facilitate the FGC and training them on the goals and expectations of the FGC at this stage of the case.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop policy and procedures regarding FGC prior to approving FM services	6 months (Dec 2012) 11 months (May 2013)	CWS Analyst, Social Worker Supervisors and Program Managers
B. Identify participants for the FGC, including possible facilitators	7 months (Jan 2013) 12 months (Jun 2013)	CWS Program Manager and Deputy Director
C. Create tools to be utilized to assess the parent's readiness	8 months (Feb 2013) 13 months (Jul 2013)	CWS Analyst, Social Worker Supervisors, and Social Workers
D. Train prospective facilitators for FGC on the goals and requirements and provide them the tools they need to assess readiness	9 months (Mar 2013) 14 months (Aug 2013)	CWS Analyst and Social Worker Supervisors
E. Implement FGC for all cases transitioning from Family Reunification to Family Maintenance	10 months (Apr 2013) and through Jun 2017 15 months (Sep 2013)	CWS Program Managers and Deputy Director
F. Hold weekly sessions for Social Workers to share concerns about cases or talk about what is working and what is not and then share this information with the FGC facilitator	10 months (Apr 2013) and through Jun 2017 15 months (Sep 2013)	Social Workers and FGC Facilitators
G. Reassess readiness assessment tool on a regular basis	Continuously through Jun 2017	CWS Analyst, Social Worker Supervisors and Social Workers
H. Perform tracking and analysis for all families who had an FGC prior to starting their FM case to determine the overall impact of FGC's on this outcome measure	10 months (Apr 2013) and through Jun 2017 15 months (Sep 2013)	CWS Analyst and Social Worker Supervisors

Strategy 12: Provide enhanced trainings and create a support group for foster parents and relative caregivers. The department began conducting these enhanced trainings in June 2012 and completed them in November 2012. The department is currently looking at renewing the contract to provide these trainings on a continuous basis throughout the year.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care) Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research available trainings for caregivers on dealing with child's behavioral issues and other unique issues they may face as a caregiver	3 months (Sep 2012) Completed	CWS Analyst
B. Create committee to review training curriculum and choose appropriate ones to meet the needs of the caregivers	5 months (Nov 2012) Completed	CWS Analyst, Licensing Supervisor, Social Worker Supervisors, and Caregivers
C. Create evaluation tool for selected trainings to be completed by all participants	6 months (Dec 2012) Completed	CWS Analyst, Licensing Supervisor, Social Worker Supervisors and Caregivers
D. Create schedule of selected trainings and identify site where they will be held	7 months (Jan 2013) Completed	CWS Analyst
E. Implement trainings for caregivers	8 months (Feb 2013) Completed	CWS Analyst and Licensing Supervisor
F. Hold an open comment segment at the end of each training, which will serve as a caregivers support group to discuss issues and collaborate with each other	8 months (Feb 2013) 9 months (Mar 2013)	Licensing Social Worker
G. Perform tracking and analysis for all caregivers attending the trainings and support group to determine the overall impact on this outcome measure	8 months (Feb 2013) and through Jun 2017 9 months (Mar 2013)	CWS Analyst and Licensing Supervisor

Strategy 13: Perform placement matching to match the child to the right family by utilizing a screening tool to assess the suitability of the foster parent considering language, culture, and any other relevant factors prior to the actual placement of the child in the home. The department has been going through an internal reorganization, which has caused a delay in identifying staff to perform these placement matching services. We expect the reassignment of staff to be completed soon and will begin working on this strategy.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care) Barriers to Implementation: The internal reorganization of the department has caused some delay to this strategy, but there should be a placement matching social worker in place in the near future.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research placement matching tools that are available and currently being utilized by other counties	3 months (Sep 2012) 9 months (Mar 2013)	CWS Analyst and CWS Program Manager
B. Create committee to review placement matching tools and select the most appropriate tool	5 months (Nov 2012) 10 months (Apr 2013)	CWS Program Managers, Social Worker Supervisors, Licensing Supervisor and Analyst
C. Create policy and procedures regarding placement matching requirements to include trial home visits between caregiver and child	6 months (Dec 2012) 11 months (May 2013)	CWS Social Worker Supervisors and Analyst
D. Identify staff to perform placement matching efforts	7 months (Jan 2013) 11 months (May 2013)	CWS Program Managers and Social Worker Supervisors
E. Train selected staff on placement matching expectations and required duties	8 months (Feb 2013) 12 months (Jun 2013)	CWS Analyst
F. Implement placement matching efforts	9 months (Mar 2013) 13 months (Jul 2013)	CWS Deputy Director and Program Managers
G. Perform tracking and analysis for all children receiving placement matching to determine overall impact of these efforts on this outcome measure	9 months (Mar 2013) and through Jun 2017 13 months (Jul 2013)	CWS Analyst and Social Worker Supervisors

Strategy 14: Create an Intervention Team to address placement issues prior to placement failure. The department currently participates in a Multidisciplinary Services Team (MST) that deals with high risk CWS and Probation youth, who continue to have placement issues. However, the focus is mostly on those youth placed in group homes in and out of county. The department is currently putting together a separate team to address possible placement issues for children in FFA, ALBA Care Services, foster parent and relative caregiver placements.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care) Barriers to Implementation: No barriers identified. Probation has decided not to participate in this strategy as their youth are currently being served through the MST.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify partner agencies to serve along with CWS and Probation as members of the Intervention Team	3 months (Sep 2012) 9 months (Mar 2013)	CWS, Probation and Partner Agencies
B. Create policy and procedures for goals and requirements of the Intervention Team	4 months (Oct 2012) 10 months (Apr 2013)	Intervention Team
C. Train Social Workers on what to look for and what they should be referring to the Intervention Team	5 months (Nov 2012) 11 months (May 2013)	CWS Analyst and Intervention Team
D. Create referral tool for Social Workers to utilize to refer child/caregivers to Intervention Team when they identify possible issues with the placement	6 months (Dec 2012) 11 months (May 2013)	CWS Analyst and Intervention Team
E. Implement Intervention Team to address placement issues	7 months (Jan 2013) 12 months (Jun 2013)	CWS Deputy Director and Program Managers
F. Perform tracking and analysis for all children referred to the Intervention Team to determine the overall impact of this intervention on this outcome measure	7 months (Jan 2013) and through Jun 2017 12 months (Jun 2013)	CWS Analyst and Intervention Team

Strategy 15: Increase parent/child and child/sibling visits and communication during the family reunification process and while child is in out-of-home care. The department has increased visitation between parent/child and child/sibling, to include utilizing SKYPE for those placed a distance from each other. This increase in visitations has created a workload issue for staff due to the further demand on their time. Formal policy and procedures are still in the process of being developed.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care) Barriers to Implementation: The added workload for social workers due to the increase in parent/child and child/sibling visitations has caused a need for adjustment by both staff and management.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create policy and procedures regarding contact between parent/child and child/sibling during FR	3 months (Sep 2012) 10 months (Apr 2013)	CWS Analyst, Program Manager and Social Worker Supervisors
B. Train Social Workers and caregivers on the new policy and procedure and the positive affect it will have on placement stability	5 months (Nov 2012) 11 months (May 2013)	CWS Analyst and Social Worker Supervisor
C. Implement new parent/child and child/sibling contact policy	6 months (Dec 2012) 12 months (Jun 2013)	CWS Program Managers and Deputy Director
D. Create survey for all youth to complete to assess whether they are receiving increased contact with their parents and siblings while in placement	7 months (Jan 2013) 18 months (Dec 2013)	CWS Analyst
E. Prepare survey summary report for Social Worker Supervisors and Program Managers to address any non-compliance with the new policy	8 months (Feb 2013) and through Jun 2017 19 months (Jan 2014)	CWS Analyst, Social Worker Supervisors and Program Managers

Strategy 16: Provide enhanced trainings and create a support group for foster youth. Enhanced trainings for youth are currently being provided through the IVROP-ACE program, which also provides our ILP services. There is also a youth support group that meets and discusses issues. These youth also meet and participate in a meeting with our partner agencies on a quarterly basis to discuss relevant issues and needed changes.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care) Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research available trainings for youth on dealing with placement issues and other unique issues they may face as a foster youth	3 months (Sep 2012) Completed	CWS Analyst and ILP Service Provider
B. Create committee to review training curriculum and choose appropriate ones to meet the needs of the youth	5 months (Nov 2012) Completed	CWS Analyst, Social Worker Supervisors, and ILP Service Provider
C. Create evaluation tool for selected trainings to be completed by all participants	6 months (Dec 2012) Completed	CWS Analyst, Social Worker Supervisors and ILP Service Provider
D. Create schedule of selected trainings and identify site where they will be held	7 months (Jan 2013) Completed	CWS Analyst and ILP Service Provider
E. Implement trainings for foster youth	8 months (Feb 2013) Completed	CWS Analyst, Social Worker Supervisors and ILP Service Provider
F. Hold an open comment segment at the end of each training, which will serve as a youth support group to discuss issues and collaborate with each other	8 months (Feb 2013) Completed	Trainer and ILP Service Provider
G. Perform tracking and analysis for all youth attending the trainings and support group to determine the overall impact on this outcome measure	8 months (Feb 2013) and through Jun 2017 Continuing	CWS Analyst and ILP Service Provider

STRATEGIES STATUS/BARRIERS TO IMPLEMENTATION (Probation)

PROBATION
<p>Priority Outcome Measure or Systemic Factor: C1.1 Reunification within 12 Months – exit cohort</p> <p>National Standard: 75.2%</p> <p>Current Performance: <i>C1.1 Percent of children who reunified within 12 months of removal:</i> Our current performance for C1.1 in Q3 (Jul-Sep 2011) is 44.4%, which is 30.8% below the National Standard of 75.2%. Our current performance for C1.1 in Q3 (Jul-Sep 2012) is 20%, which is a 24.4% decrease from the 44.4% reported in the System Improvement Plan (SIP).</p> <p>Target Improvement Goal: Increase the percentage of children who reunify within 12 months from 44.4% to 49.4% during the next five years, by 1% increments each year. Though the County has not reached its goal of increasing the percentage of children who reunify within 12 months by 1% during the past year, we will continue to strive to increase this percentage from the current 20% to 49.4% during the next four years.</p>
<p>Priority Outcome Measure or Systemic Factor: C4.3 Placement Stability (At Least 24 Months in Care)</p> <p>National Standard: 41.8%</p> <p>Current Performance: <i>C4.3 Percent of children with two or fewer placements who have been in foster care for at least 24 months:</i> Our current performance for C4.3 in Q3 (Jul-Sep 2011) is 32.4%, which is 9.4% below the National Standard of 41.8%. Our current performance for C4.3 in Q3 (Jul-Sep 2012) is 32%, which is a .4% decrease from the 32.4% reported in the System Improvement Plan (SIP).</p> <p>Target Improvement Goal: Increase percentage of children with two or fewer placements who have been in care at least 24 months from 32.4% to 37.4% during the next five years, by 1% increments each year. Though the County has not reached its goal of increasing the percentage of children with two or fewer placements who have been in care at least 24 months by 1% during the past year, we will continue to strive to increase this percentage from the current 32% to 37.4% during the next four years.</p>
<p>Priority Outcome Measure or Systemic Factor: Youth Transitioning from Placement to Aftercare Services</p> <p>National Standard: N/A</p> <p>Current Performance: Currently Probation does not have any youth receiving transitional housing assistance or residing in a foster home after entering extended foster care. Probation placement officers have recently been participating on the panel for Transitional Housing through the IVROP-ACE program. Placement officers are encouraging former foster youth to take advantage of this opportunity. Since the inception of AB 212/12, Probation has seen an increase in youth who want to remain in</p>

their current group home placements in order to qualify for the SILP program. Currently there are two youth participating in AB212/12 and two more who will be participating in the next four months.

Target Improvement Goal: #1-Improve transitional housing assistance provided to Probation youth.

#2-Improve services provided to Probation youth in extended foster care who fall under both CWS and Probation Jurisdiction.

#3-Improve placement of Probation youth in-county once they transition from placement into extended foster care.

Currently Varsity Team Group Homes from San Diego, California is interested in opening a Level 10 group home and an AB12 group home. Support letters have been submitted to the State to continue the process of opening these homes in Imperial County. Probation has also been working with some of our current out of county group homes with transitional housing for youth who want to participate in the SILP (AB212/12). Probation has one youth who will graduate in June and has enrolled at UTI Tech for Automotive Technician and the other will be enrolling at Riverside Community College. With the assistance of the group home director in Riverside County, these youth will be able to access transitional housing with funding from the SILP Program.

Strategy 1: Conduct 90-day trial home pass with parents prior to youth returning home from placement permanently. Probation is working with Varsity Team Group Homes to possibly open a group home for probation youth in Imperial County, which would eliminate the need for 90-day trial home passes.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Reunification within 12 Months Barriers to Implementation: The Probation Department is currently exploring another avenue and depending on the success of the Varsity Team Group Home, will not be looking into 90-day trial home passes for some time.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research what neighboring counties are currently doing in regards to trial home passes	3 months (Sep 2012) 16 months (Oct 2013)	Probation Manager
B. Meet with Juvenile Judge, Public Defender, and District Attorney to discuss proposal to do 90-day trial pass	4 months (Oct 2012) 17 months (Nov 2013)	Probation Manager, Probation Supervisor, Juvenile Judge, Public Defender and District Attorney
C. Develop a protocol for 90-day trial home pass	5 months (Nov 2012) 18 months (Dec 2013)	Probation Manager
D. Train staff on new 90-day trial home pass policy and procedures	6 months (Dec 2012) 19 months (Jan 2014)	Probation Manager and Placement Supervisor
E. Implement new 90-day trial home passes	7 months (Jan 2013) 20 months (Feb 2014)	Placement Supervisor
F. Develop a field in IJS to track all youth receiving a 90-day trial home pass to determine the overall impact on this outcome measure	7 months (Jan 2013) and through Jun 2017 20 months (Feb 2014)	IT Personnel and Probation Supervisors

Strategy 2: Create Memorandum of Understanding (MOU) with CWS to begin utilizing relative placements for Probation youth. Probation is currently looking into the requirements and training of staff for approving relative homes for placement of Probation youth.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability (At least 24 months in care) Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research requirements for approving relative homes for placement of Probation youth	8 months (Feb 2013)	Probation Manager and Placement Supervisor
B. Work with CWS to create an MOU for relative placement for Probation youth	10 months (Apr 2013)	Probation Manager and CWS Deputy Director
C. Create policy and procedures based on new MOU for relative placement	12 months (Jun 2013)	Probation Manager and Placement Supervisor
D. Train staff on new relative placement policy	14 months (Aug 2013)	Probation Manager and Probation Supervisors
E. Implement new relative placement policy	15 months (Sep 2013)	Placement Supervisor
F. Develop a field in IJS to track all youth placed with a relative to determine the overall impact on this outcome measure	15 months (Sep 2013) and through Jun 2017	IT Personnel and Placement Supervisors

Strategy 3: Probation to be more involved in the process for transitional housing for Probation youth. Probation now has Probation Officers participating on the Transitional Housing interview panel.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Contact CWS to inquire as to the current application process for transitional housing	1 month (July 2012) Completed	Probation Manager and Placement Supervisor
B. Discuss availability of housing assistance for both CWS and Probation youth	1 month (July 2012) Completed	Probation Manager and Placement Manager
C. Obtain transitional housing applications and distribute to all appropriate Probation Officers	1 month (July 2012) Completed	Placement Supervisor
D. Train Probation Officers on the application process and ensure that they know where to turn in their application	3 months (Sep 2012) Completed	Placement Supervisor or assigned Probation Officer
E. Attend all future meetings with CWS pertaining to transitional housing to keep abreast of any changes to the process	Continuously through Jun 2017 Continuing	Placement Supervisor and Probation Supervisor

Strategy 4: Amend 241.1 protocol to include new Assembly Bill (AB) 12 regulations for youth in extended foster care. Probation met with County Counsel in January 2013 to amend the changes in the current 241.1 protocol.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Meet with CWS to prepare draft of amended 241.1 protocol to include AB12	2 weeks (June 25, 2012) Completed	Probation Manager, Placement Supervisor, Social Worker Supervisor, CWS Deputy Director and County Counsel
B. Send draft amended protocol to County Counsel for review and final approval	3 weeks (July 2, 2012) 9 months (Mar 2013)	Probation Manager, Placement Supervisor, CWS Deputy Director, Social Worker Supervisor and County Counsel
C. Train staff on new 241.1 protocol	1 month (July 2012) 10 months (Apr 2013)	Placement Supervisor and Social Worker Supervisor and CWS Analyst
D. Implement new 241.1 protocol	2 months (Aug 2012) 10 months (Apr 2013)	Placement Supervisor and CWS Deputy Director
E. Perform tracking and analysis of all youth who fall under 241.1 to determine overall impact of new MOU on this outcome measure	2 months (Aug 2012) and through Jun 2017 10 months (Apr 2013)	IT Personnel, Placement Supervisor, and Division Manager

Strategy 5: Research possibility of utilizing existing foster homes in the county for placement of Probation youth transitioning from out-of-county placement to enter extended foster care. Varsity Team Inc. completed the first phase in the application process to open a group home in Imperial County for Probation youth and AB12 youth in extended foster care.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services Barriers to Implementation: The Probation Department is currently exploring another avenue and depending on the success of the Varsity Team Inc. will not be looking into utilizing foster homes for this strategy.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Meet with CWS to discuss the availability of foster homes for placement of Probation youth entering extended foster care	6 months (Sep 2012) 16 months (Oct 2013)	Probation Manager, Placement Supervisor and CWS Deputy Director
B. Research availability of funds for such a project	7 months (Oct 2012) 17 months (Nov 2013)	Probation Manager, Placement Supervisor, Probation Fiscal Manager
C. Utilize existing AB12 contacts in other counties to inquire how they are handling such situations	8 months (Nov 2012) 18 months (Dec 2013)	Placement Supervisor and Placement Officers
D. Attend all future meetings regarding AB12 to stay abreast of any changes to the program	Continuously through Jun 2017	Probation Manager, Placement Supervisor and Placement Officers

Strategy 6: Train Foster Parents and Relatives on how to deal with Probation youth and what expectations there are to assist the youth in meeting their case plan goals. As with Strategy #5, Varsity Team Inc. completed the first phase in the application process to open a group home in Imperial County for Probation youth and AB12 youth in extended foster care.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services Barriers to Implementation: As with Strategy #5, the Probation Department is currently exploring another avenue and depending on the success of the Varsity Team Inc. will not be looking into utilizing foster homes for this strategy.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research existing trainings on dealing with the unique needs of Probation youth	1 year (Jun 2013)	Probation Manager
B. Create committee to review curriculum and choose the most appropriate	1 year 2 months (Aug 2013)	Probation Manager
C. Identify foster homes and relatives that are willing to have Probation youth placed with them	1 year 3 months (Sep 2013)	Probation Manager and Probation Supervisors
D. Implement trainings for foster parents and relatives	1 year 4 months (Oct 2013)	Probation Manager
E. Develop a field in IJS to track all foster parents and relatives receiving the training to determine the overall impact on this outcome measure	1 year 4 months (Oct 2013) and through Jun 2017	IT Personnel and Placement Supervisors

Strategy 7: Continue to utilize the Evening Learning Center (ELC) to provide parenting classes, anger management, gang awareness and family therapy to Probation youth and their parents. Probation continues to utilize the ELC and will continue to do so for the next four years.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services Barriers to Implementation: Probation currently has no way to track the foster parents and relatives receiving training and therefore Step E will be removed.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continue to apply for the Department of Juvenile Justice/YOBG and JJCPA funds to assist in funding the ELC	Continuously through Jun 2017	Probation Manager Special Projects Manager
B. Continue to assign a Probation Officer to the ELC to ensure compliance on behalf of the youth and parents	Continuously through Jun 2017	Probation Manager and Probation Placement Supervisor and Juvenile Manager
C. Continue to hold quarterly meetings with ELC Directors/Managers to discuss any required program changes/modifications	3 months (Sep 2012) and quarterly through Jun 2017	Probation Manager , Probation Supervisors, ELC Director/Manager and Juvenile Manager
D. Perform tracking and analysis of all youth and parents who are referred to the ELC to determine overall impact of ELC services on this outcome measure	Continuously through Jun 2017	Probation Manager and Probation Supervisor and Special Projects Manager
E. Develop a field in IJS to track all foster parents and relatives receiving the training to determine the overall impact on this outcome measure	1 year 4 months (Oct 2013) and through Jun 2017	IT Personnel and Placement Supervisors

OTHER SUCCESSES/PROMISING PRACTICES

C1.3 Reunification within 12 Months (entry cohort)

As of September 2012, of all the children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, Imperial County had 54.5% reunified in less than 12 months, which is an increase from 42.9% in September 2011. This can be attributed to the continued efforts of our ongoing social workers to ensure that parents are receiving the appropriate services to assist them in reunifying with their children as quickly and successfully as possible. We will continue these efforts, along with the identified SIP strategies, to ensure continued success.

C2.4 Legally Free within 6 Months (17 Months in Care)

As of September 2012, Child Welfare Services increased the number of children legally free within 6 months from 3.9% in September 2011 to 16.1%, which is above the federal standard of 10.9%. The department has made a steady increase in this area over the past year. This can be attributed to the continued diligence of our ongoing social workers and adoptions social workers. We will continue to strive for success in this outcome measure.

C3.3 In Care 3 Years or Longer (Emancipated/Age 18)

As of September 2012, Child Welfare Services decreased from 70.6% in September 2011 to 33.3%, which is 4.2% below the federal standard of 37.5%. The department has shown a significant and steady decrease to this outcome measure over the past year and will continue all efforts to maintain this success.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

C2.1 Adoption within 24 Months (exit cohort)

As of September 2012, Child Welfare Services decreased the number of children adopted within 24 months from 47.4% in September 2011 to 31.6%, which is 5% below the federal standard of 36.6%. This was an unusual drop in adoptions for this period as previously Imperial County had been consistently above the federal standard and significantly higher than the state in this outcome measure. According to Safe Measures data for December 2012, Imperial County is currently at 53.6% of adoptions completed within 24 months.

2B Timely Response - Immediate

As of September 2012, Child Welfare Services decreased the compliance for immediate response referrals from 100% in September 2011 to 94.9%, which is 1.9% below the federal standard of 96.8%. This was not a significant drop, especially considering that in previous quarters Imperial County was well above the federal standard and repeatedly above 100%. This drop could be attributed to several things from delay in documentation by the social worker to errors in the actual documentation in CWS/CMS. However, according to Safe Measures data for December 2012, the department is currently at 100% compliance for this outcome measure and will continue to strive to maintain this success.

2B Timely Response – 10 Day

As of September 2012, Child Welfare Services decreased the compliance for 10 day response referrals from 97.4% in September 2011 to 92.3%, which is .6% below the federal standard of 92.9%. As stated in the previous outcome measure for Immediate Response, this was not a significant drop and the department has consistently maintained a percentage above the federal standard. According to Safe Measures data for December 2012, Imperial County is currently at 93.4% compliance for this outcome measure.

LINKS TO PROGRAM IMPROVEMENT PLAN (PIP)

S1.1 No Recurrence of Maltreatment

All five of the strategies identified for this outcome measure support the California Program Improvement Plan (PIP). More specifically, conducting a Family Group Conference (FGC) prior to dismissal of a case supports PIP Strategy 6: Strengthen implementation of the statewide safety needs and assessment system.

C1.1 Reunification within 12 Months (exit cohort)

All four strategies identified under this outcome measure support PIP Strategy 6: Strengthen implementation of the statewide safety needs assessment system.

C1.4 Reentry Following Reunification

All four strategies identified under this outcome measure support the California PIP. More specifically, implementing an FGC prior to the child returning home under FM to assess the parent's readiness supports PIP Strategy 1: Expand use of participatory case planning strategies.

C4.1/C4.3 Placement Stability (8 Days to 12 Months in Care/At Least 24 Months in Care)

All five strategies identified under this outcome measure support the California PIP. More specifically, increasing parent/child and child/sibling contacts during out-of-home placement supports PIP Strategy 2: Sustain and enhance permanency efforts across the life of the case. Providing enhanced trainings and support to foster parents and relative caregivers supports PIP Strategy 3: Enhance and expand caregiver recruitment, retention, training, and support efforts.